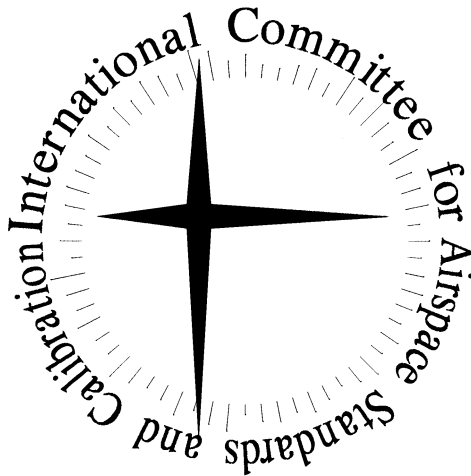


FLIGHT INSPECTION ORGANIZATION
BUSINESS PRACTICE AND ASSISTANCE GUIDELINES



The following document provides information on a model Flight Inspection Organization. The size and number of departments will depend on airspace territory, domestic/international operation, number of aircraft operated, number of facilities and procedures inspected, etc. Therefore, this material was developed as supporting material and can be adapted to the special needs of the user.

prepared by:

**INTERNATIONAL COMMITTEE FOR AIRSPACE STANDARDS
AND CALIBRATION**

BUSINESS PRACTICE AND ASSISTANCE COMMITTEE

FLIGHT INSPECTION ORGANIZATION

BUSINESS PRACTICE AND ASSISTANCE GUIDELINES

CONTENTS

PART 1	Preliminary Material (Introduction)
PART 2	Director's Office
PART 3	Safety Officer
PART 4	Sales and Marketing
PART 5	Customer Support/Customer Service
PART 6	Finance
PART 7	Accounting
PART 8	Human Resources
PART 9	Contracting and Procurement
PART 10	Flight Inspection Operations
PART 11	Evaluation and Training
PART 12	Flight Inspection Office
PART 13	Engineering
	(a) Avionics Engineering
	(b) Systems and Airframe Engineering
PART 14	Base Maintenance
PART 15	Line Station Maintenance
PART 16	Flight Inspection Maintenance
PART 17	Flight Inspection Policy and Standards
PART 18	Flight Inspection Technical Support
	(a) Flight Inspection Technical Support functions
	(b) Flight Inspection Facility Data Base
PART 19	Technical Support
PART 20	Upgrade Programs (Fleet Modernization)
PART 21	Quality Assurance
PART 22	Quality Control

INTERNATIONAL COMMITTEE FOR AIRSPACE STANDARDS AND CALIBRATION

ICASC

The purpose of the Business Practices and Assistance Committee is to identify and promote effective and practical business methodologies within a Flight Inspection Organization by enhanced collaboration and the promotion of interaction.

Preface

This document is intended to cover the organization and practices of a typical Flight Inspection Organization, regardless of its size and scope. Large organizations will find it helpful in determining the organizational structure as will smaller independent Flight Inspection Organizations and Flight Inspection Organizations wholly owned or as subsidiaries of larger companies. In the latter two cases, many of the departments will either not exist, or be combined with other departments, or in the last case, many functions will be performed by the owning or holding company, and will not be necessary for the Flight Inspection Organization. Therefore, the recommended procedure for using this document is to take those parts of it that apply directly to the particular organization under consideration, and to use them as a basis for building a sound and effective organization. It is not intended that all of the organizational elements will be necessary. However, business practices and personnel guidance are likely to apply equally over all Flight Inspection Organizations, no matter the size of the organization.

This document covers prime service providers as well as Government organizations acting as authorities and service providers.

Your comments and suggestions on the contents of this documents are welcome, and should be communicated to the Business Practices and Assistance Committee at the e-mail address of the committee members located on the Flight Inspection Database web site, <http://avnwww.jccbi.gov:8000/icasc/index.html>, or if already on this web site click Business Practices & Assistance Committee.

PART 1 PRELIMINARY MATERIAL

INTRODUCTION

The purpose of this document is to provide guidance and assistance to Flight Inspection Organizations by encouraging and promoting the following practical and effective business practices:

- a) organization
- b) planning
- c) pricing
- d) training and education
- e) quality management
- f) inspection and scheduling
- g) quality procedures
- h) safety standards
- i) sales and marketing
- j) finance and accounting.

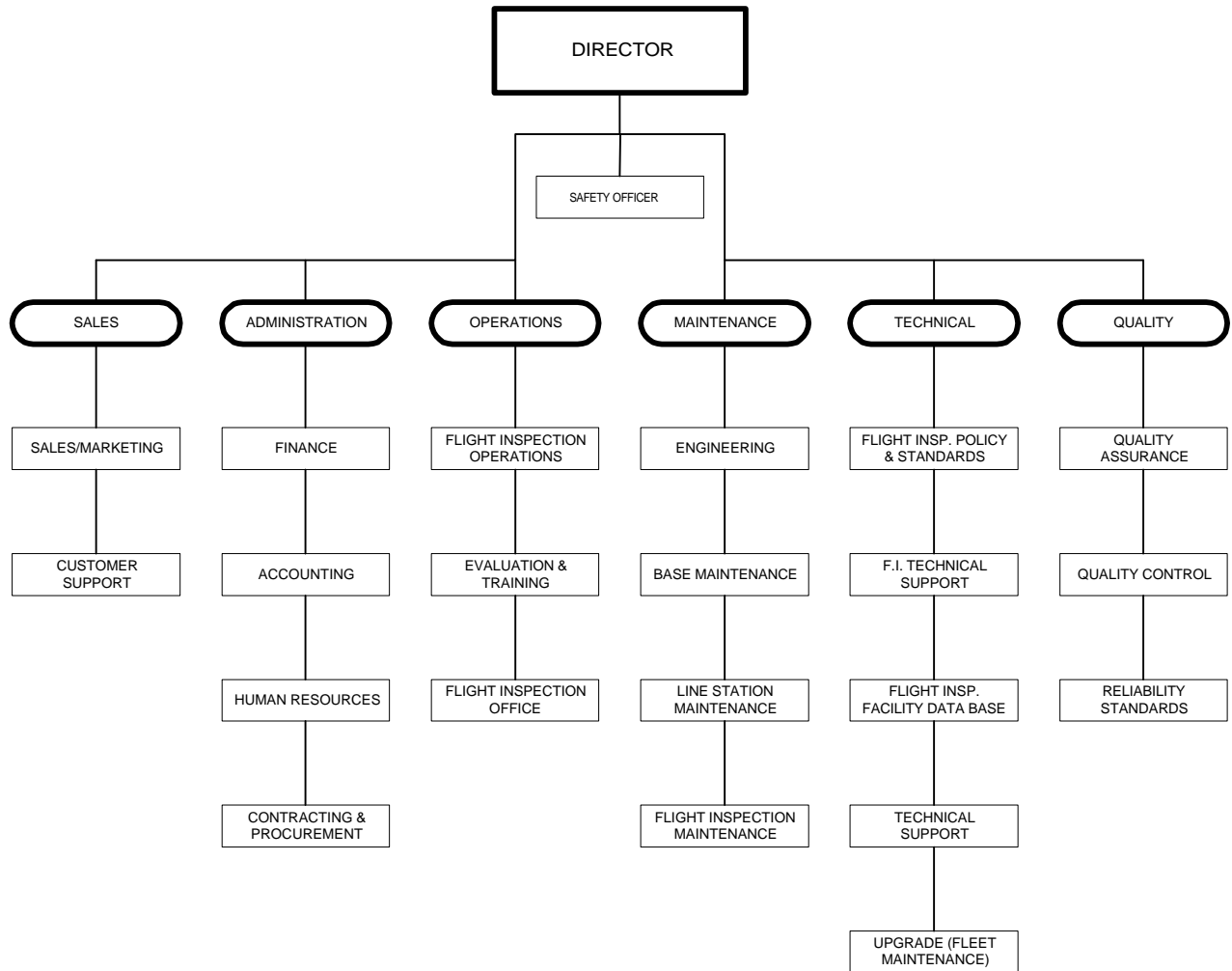
A Flight Inspection Organization should make its main objective to provide its customers the most effective and efficient service at a competitive price. It must have a vision, a living strategic plan, that includes a business plan, sound financial base, customer service orient, and a product or service effectively priced to attract and maintain a customer base. To accomplish this, the organization must:

- 1.1 Create an environment that is fair, friendly, productive and organized.
- 1.2 Maintain a high standard of internal control and security, such as data storage, information, etc.
- 1.3 Adopt an overall quality management program.
- 1.4 Introduce programs to motivate and reward employees. Employees that represent the organization should demonstrate, through performance, the appropriate knowledge, skills and abilities, and may earn incentives based on their performance.
- 1.5 Reward behavior that enhances quality of services, increases baseline customers, performance of employees, and increases the positive results of the organization.
- 1.6 Encourage productivity, by minimizing unnecessary procedures.
- 1.7 Make it clear that employees understand their duties/roles/responsibilities/job descriptions/what is expected of them.

- 1.8 Encourage employees to take more responsibility. Encourage team work, share expectations of the organization and the expectations of employee performance.
- 1.9 Explain and promote work standards to employees.
- 1.10 Create appreciation of standards and eliminate waste by simple comparisons such as day-to-day personal family budgeting.
- 1.11 Encourage employees to maintain their work areas neat and tidy. An example can be set by senior employees and managers.
- 1.12 Periodically investigate and promote the most efficient, effective way to accomplish the organization's mission.
- 1.13 Promote a fair and open Purchasing Office to give the organization a competitive purchasing system.
- 1.14 Have an efficient and reliable network of suppliers and services available.
- 1.15 Encourage a smooth transition in internal changes to the Flight Inspection Organization.
- 1.16 Consider the use and implementation of automated systems.
- 1.17 Create a culture that recognizes performance with emphasis on results.
- 1.18 Place top priority on maximizing the potential of human resources. This is especially true in today's highly competitive and changing environment.

For assistance, cooperation or other communication, any ICASC member may be contacted.

FLIGHT INSPECTION MODEL ORGANIZATION



PART 2 DIRECTOR'S OFFICE

All departments are responsible to the Director's Office of the organization. The functions of the Director are to:

- 2.1 Provide leadership and direction in the planning, management, and control of organization activities. The Director sets the tone for the rest of the organization, and must implement the items contained in Part 1 above by example.
- 2.2 Assume the financial responsibilities within the organization, enabling the organization to conduct its business processes in an efficient and safe manner.
- 2.3 Assure that safety is paramount in all the organizations activities, both in Flight Operations, and in Maintenance. To assure safety recommendations and guidelines coming from the Safety Officer are implemented. The Safety Officer reports directly to the Director.
- 2.4 Facilitate productive relationships with the official Civil Aviation Authority, the public, the aviation community, and other governmental and industry organizations.
- 2.5 Assure that programs are administered in accordance with organizational policies, standards, systems, and procedures and is responsible for achieving prescribed organization goals and objectives.
- 2.6 Provide for effective evaluation of program performance and ensure the adequacy of follow-up to secure correction of deficiencies.

PART 3 SAFETY OFFICER

This organizational element is the principal organization responsible for ensuring safety in operating and maintaining Flight Inspection aircraft.

- 3.1 Provide for evaluation of the safety aspects of the organization's program and ensure correction of deficiencies.
- 3.2 Works closely with the Civil Aviation Authority and with other governmental and industry safety agencies to implement safety practices in all areas of operations and maintenance.
- 3.3 Works with the Flight Operations and Maintenance Divisions and with employee Unions to install safety consciousness in all employees.
- 3.4 Provides a quarterly report to the Director and all Divisions on Safety matters.

PART 4 SALES AND MARKETING

The functions of the Sales and Marketing are to:

- 4.1 Promote the service and product of the Flight Inspection Organization.
- 4.2 Develop and identify markets to support the organization. Increase baseline customers that fit the services.
- 4.3 Identify the competitor's goals, by analyzing competitive products and selling techniques.
- 4.4 Have a broad understanding of foreign business and cultures with skills in diplomacy and negotiation.
- 4.5 Prepare proposals in accordance with the Customer's requirements.
- 4.6 Make effective strategic decisions related to each step of the sales process.
- 4.7 Adopt steps in developing organized marketing channels, for the distribution of literature and collateral materials.
- 4.8 Conduct a periodic Marketing Audit Review.
- 4.9 Create and maintain a respected public relations profile for the organization.

PART 5 CUSTOMER SUPPORT/CUSTOMER SERVICE

The functions of Customer Support/Customer Service are to:

- 5.1 Provide the Customer a focal point of communication and take action within a very reasonable time.
- 5.2 Identify area of problems.
- 5.3 Take charge of difficult situations, discover ways to connect with customers, and develop strategies leading to a positive resolution
- 5.4 Communicate corrective actions to customer's complaints.
- 5.5 Communicate customer's concerns or problems within the organization, and identify ways to eliminate problems at the source.
- 5.6 Investigate and organize more effective and efficient methods of providing quality service.
- 5.7 Project a genuine caring and supportive attitude.
- 5.8 Identify waste and promote efficiency.
- 5.9 Establish rapport, convey support, and build trust.

PART 6 FINANCE

The functions of Finance are to:

- 6.1 Establish procedures and enforce sound financial practice to give the organization a competitive edge.
- 6.2 Formulate and evaluate credit policies.
- 6.3 Perform Financial Statement Analysis and evaluation of financial ratios with respect to overall operation.
- 6.4 Establish and maintain cost control techniques.
- 6.5 Provide financial forecasting and reporting.

PART 7 ACCOUNTING

The functions of Accounting are to:

- 7.1 Provide for accurate accumulation and processing of data, and present this data in a usable format.
- 7.2 Summaries of data covering a particular operational area should be sent frequently to the Finance Manager for analysis and action, since timely reports to management are a vital part of an efficient accounting system.
- 7.3 Use an accounting method and system appropriate for the size of the organization. An efficient accounting system provides a basis for evaluation of all phases of the operation.

PART 8 HUMAN RESOURCES

The functions of Human Resources are to:

- 8.1 Recruit required personnel and determine whether the candidate possesses both the willingness and ability to perform the duties and responsibilities of the position to be filled.
- 8.2 Be responsible for the flow of people through the organization from entry to exit including evaluation, compensation and termination, with emphasis on linking all activities with the organizations strategic objectives.
- 8.3 Handle Labor Relations activities between the organization and any employee Unions.

PART 9 CONTRACTING AND PROCUREMENT

The functions of Contracting and Procurement are:

- 9.1 Establish and arrange a reliable network of Suppliers and Services.
- 9.2 Promote and create an open and fair purchasing system.
- 9.3 Establish a Request for Quotation (RFQ) procedure which is simple and effective.
- 9.4 Interface with Accounting on regular intervals to ensure cost savings and review cost increases.
- 9.5 Interface and communicate within the Organization regarding delivery and availability for any purchases and services required.
- 9.6 To ensure that suppliers delivery dates are met, and are suitable to the overall organizations requirements.

PART 10 FLIGHT INSPECTION OPERATIONS

The functions of Flight Inspection Operations are to:

- 10.1 Advise the Director and other principal officials and serve as the central contact point on Flight Inspection matters.
- 10.2 Develop programs to ensure that official Civil Aviation Authority requirements for Flight Inspection services are accomplished.
- 10.3 Provide resources for and oversight of all Flight Inspection operations to conduct evaluations of navigational aid signals-in-space, and instrument flight procedures.
- 10.4 Provide the central focal point of coordination and scheduling for Flight Inspection.
- 10.5 Provide a regulatory compliance program/evaluation plan for Flight Inspection aircraft operations in accordance with official Civil Aviation Authority requirements.
- 10.6 Provide for the development, maintenance and revision of Flight Inspection Policy and Standards to comply with organizational safety management requirements.
- 10.7 Establish standards and requirements for operation of Flight Inspection equipment and systems.
- 10.8 Implement organizational policy, standards, and criteria for application in Flight Inspection.
- 10.9 Provide oversight to ensure flight crew training, standardization, and evaluation programs are accomplished.
- 10.10 Maintain liaison with official Civil Aviation Authorities to assure fulfillment of responsibilities for Flight Inspection services.
- 10.11 Exercise operational management control over all Flight Inspection aircraft within the organization.
- 10.12 In coordination with Flight Inspection Maintenance, develop and maintain flight manuals, checklists, Minimum Equipment Lists (MEL), and maintenance manuals.
- 10.13 Make recommendations and coordinate aircraft and flight crew assignments to maximize utilization of resources to ensure Flight Inspection mission accomplishment.

- 10.14 Monitor and track the movement of all Flight Inspection aircraft, maintain listings of crew members on each aircraft. document refueling stops and "remain overnight" locations of each aircraft as this occurs.
- 10.15 Utilize Air Traffic Control technology and other capabilities to monitor weather, navigation and/or airport conditions which might affect the progress of Flight Inspection missions. Determine most efficient routes/itineraries/schedules.
- 10.16 Monitor all flights in progress. Relay information to crew members of situations that arise which may impact the accomplishment of the mission. Direct mission changes, priorities and deviations necessary to provide Flight Inspection support, making the most efficient use of flight hours while maintaining safety.
- 10.17 Serve as the focal point for accident/incident responses and coordinate crisis response activities as contained in the organizational Safety Management Handbook.
- 10.18 Interface with the appropriate organizations to ensure effective scheduling, restorations, technician support, and accurate information relative to the Flight Inspection mission.

PART 11 EVALUATION AND TRAINING

The functions of Evaluation and Training are to:

- 11.1 Conduct competency and proficiency flight checks for Flight Inspection flight crew members in accordance with Flight Inspection Operations requirements.
- 11.2 Provide the point of contact in the organization for all matters involving flight crew member training and testing.
- 11.3 Develop and implement training and testing requirements.
- 11.4 Manage a "Check Airman Program" that ensures the accomplishment of all required pilot flight crew member testing.
- 11.5 Perform remedial training and testing of flight crew members.
- 11.6 Manage a pilot, flight crew member record system that maintains an accurate and up-to-date account of the date and result of each crew member's initial and recurrent competency tests and proficiency and route checks as required by Flight Operations.
- 11.7 Establish and administer an approved flight crew member training program appropriate for the type of operations conducted by the Flight Inspection Program.
- 11.8 Manage an organizational internal audit safety compliance program.
- 11.9 Provide Flight Inspection Operations with operational data, coordinate safety issues, and implement safety recommendations.
- 11.10 Review, develop, and coordinate changes to the Operations Manual, Aircraft Checklists, Operations Bulletins, and other flight related operations publications, in accordance with, or as approved by, the manufacturer.

PART 12 FLIGHT INSPECTION OFFICE

The function of the Flight Inspection Office is to support overall program accomplishment of Flight Inspection operations and aircraft maintenance functions in assigned geographical locations, including satellite offices when assigned. In addition:

- 12.1 The Flight Inspection Office Manager (or Chief Flight Inspector) is the representative and primary spokesperson of the Director in assigned geographical locations. The Office Manager provides executive direction for local multi-program issues which require a central focal point, including operational emergency activities. Provides oversight, planning, administrative and clerical support, coordination, and guidance, as necessary, to assure effective program continuity and accomplishment.
- 12.2 Participates in general policy, planning, and budget formulation and execution for requirements unique to the FIO and necessary for ongoing maintenance and operations of the facility.
- 12.3 Plan, monitor and measure program accomplishments providing input regarding program effectiveness, efficiency, and customer satisfaction.
- 12.4 Coordinate with respective managers, directing resources, where necessary, to assure timely, effective program accomplishment.
- 12.5 Represent the Director, in the Director's absence, and is the primary spokesperson within assigned geographic areas on matters pertaining to Flight Inspection organization.
- 12.6 Maintain a close working relationship with the public, industry, official Civil Aviation Authorities and others as required.
- 12.7 Serves as FIO focal point for administrative items which may cross program lines.

PART 13 ENGINEERING DEPARTMENT

This organizational element has responsibility for developing and implementing the Flight Inspection System capability necessary to inspect and certify air navigation facilities and instrument flight procedures and for providing the engineering necessary for maintenance, repair, and alteration of Flight Inspection aircraft airframe, systems, and powerplants. The department is also responsible for the Flight Inspection Aircraft Propulsion, Engine Condition Trend Monitoring, and Aircraft Structural Integrity Programs. It is divided into sub-elements as follows:

Part 13 (a) AVIONICS ENGINEERING

The organizational sub-element is responsible for performing engineering related to specifications development, acquisition, design, modification, installation, and repair, of Flight Inspection aircraft avionics, equipment, and supporting test equipment. Its functions are to:

- 13.1 Document all engineering data with Engineering Orders, engineering reports, and drawings.
- 13.2 Provide direct configuration control of Flight Inspection systems, navigation, guidance, and control systems and equipment.
- 13.3 Develop certification standards and Technical Manual information to incorporate new equipment into Flight Inspection aircraft maintenance program.
- 13.4 Review manufacturers' service bulletins, airworthiness directives, alert wires, etc., and determine their applicability to Flight Inspection aircraft avionics, systems, and equipment.
- 13.5 Perform initial conversion of manuals to be included in the TI System for operation and maintenance of avionics and Flight Inspection systems. Establishes avionics and Flight Inspection system calibration intervals.

Part 13 (b) SYSTEMS AND AIRFRAME ENGINEERING

The organizational sub-element is responsible for performing engineering related to specifications development, acquisition, design, modification, installation, and repair, of Flight Inspection aircraft systems, equipment, and supporting test equipment. Its functions are to:

- 13.6 Document all engineering data with Engineering Orders, engineering reports, and drawings.
- 13.7 Provide configuration control including weight and balance of aircraft airframe, systems, and powerplants.

- 13.8 Review manufacturers' service bulletins, airworthiness directives, alert wires, etc., and determines their applicability to Flight Inspection aircraft structures, powerplants, systems, and equipment.
- 13.9 Initiate and conduct in-service engineering, feasibility, and cost/benefit studies for improving the performance and reliability of Flight Inspection organization, Flight Inspection aircraft, systems, and powerplants.
- 13.10 Develop test standards and Technical Issuance (TI) manual information to incorporate new equipment into the Flight Inspection aircraft maintenance program.
- 13.11 Establish initial maintenance, calibration intervals, and technical publications for aircraft airframe, powerplants, and systems.
- 13.12 Manage and provide technical support for the Engine Condition Trend Monitoring and Aircraft Structural Integrity Programs.

PART 14 BASE MAINTENANCE

This organizational element is the principal maintenance organization responsible for providing or arranging Flight Inspection aircraft with services required in support of Flight Inspection mission. Its functions are to:

- 14.1 Accomplish major modifications and maintenance to airframe, avionics, and Flight Inspection systems on a variety of complex aircraft types. The modifications include providing design support, fabrication, and installation of unique prototype systems, to meet the Flight Inspection and safety related aviation requirements.
- 14.2 Provide maintenance support for the Flight Inspection mission on a 24-hour a day, 7-day a week basis.
- 14.3 Provide special avionics test equipment. Flight Inspection avionics components, and numerous aircraft accessories to all Flight Inspection base and Line Station Maintenance Sections.
- 14.4 Plan, schedule, and coordinate all major maintenance and modifications on Flight Inspection aircraft. This includes projecting requirements and tracking actual completion performance to ascertain aircraft availability trends.
- 14.5 Provide direct logistics support for Flight Inspection organization unique Flight Inspection components and maintain a parts and material stockroom including a tool control and calibration function.
- 14.6 In coordination with Flight Operations, schedule qualified pilots to conduct flight tests of Flight Inspection aircraft after maintenance or aircraft modifications, and record the results of maintenance flight tests in the form and manner as required by the official Civil Aviation Authority.

PART 15 LINE STATION MAINTENANCE

The functions of Line Station Maintenance are to:

- 15.1 Provide or arrange for aircraft, Flight Inspection equipment and avionics line maintenance, in accordance with the procedures contained in the Maintenance Manual.
- 15.2 Perform or oversee the performance of aircraft and avionics equipment maintenance and modification in accordance with established standards, policies, and practices.
- 15.3 Calibrate aircraft Flight Inspection avionics systems, electronic test equipment, and designated Primary Standards from which other test equipment is calibrated.
- 15.4 Coordinate maintenance plans and schedules with other activities within the organization.
- 15.5 Provide for aircraft supplies stock control, property accountability, related purchasing, and transportation.
- 15.6 Monitor aircraft maintenance contracts to ensure maintenance is performed in accordance with conditions of contracts, official Civil Aviation Authority Regulations and procedures contained in the Maintenance Manual.
- 15.7 Arrange for aircraft maintenance support at remote locations.
- 15.8 Provide maintenance and operation of the office and hangar complex.

PART 16 FLIGHT INSPECTION MAINTENANCE

The functions of Flight Inspection Maintenance are to:

- 16.1 Advise and assist the Director in providing program management for all matters associated with Flight Inspection aircraft engineering and maintenance.
- 16.2 Accomplish or arrange for maintenance, modification and associated engineering of aircraft, avionics, and Flight Inspection equipment, in accordance with, or as approved by, the manufacturer.
- 16.3 Provide centralized aircraft configuration management to ensure the efficient use of program resources.
- 16.4 Develop engineering and maintenance requirements, cost estimates, and materials for the annual budget and fiscal program submissions to support the aircraft program.
- 16.5 Conduct special projects on the engineering and maintenance requirements for major system acquisitions.
- 16.6 Develop engineering and maintenance program criteria for Flight Inspection avionics and systems.
- 16.8 In coordination with Flight Inspection Operations, develop and maintain flight manuals, checklists, Minimum Equipment Lists (MEL), and maintenance manuals.
- 16.9 Provide a regulatory compliance program/evaluation plan for Flight Inspection aircraft maintenance.
- 16.10 Provide the focus for development of the aircraft and equipment program requirements and related major system acquisition support.
- 16.11 Calibrate and maintain Flight Inspection equipment in accordance with manufacturer's specifications.

PART 17 FLIGHT INSPECTION POLICY AND STANDARDS

The functions of Flight Inspection Policy and Standards are:

- 17.1 Develop and manage Flight Inspection operations research projects as related to Flight Inspection discipline.
- 17.2 Develop Flight Inspection Policy, Standards and Criteria for flight inspection operations which meet or exceed the requirements of ICAO Annex 10 and ICAO DOC 8071.
- 17.3 Identify the requirements and develop profiles that must be met when accepting new avionics and Flight Inspection systems. The data collected provides the basis for development of new policy as appropriate.
- 17.4 Develop procedures and standard forms for recording Flight Inspection program accomplishments.
- 17.5 Identify Flight Inspection training requirements as required for new or revised Flight Inspection Policies..
- 17.6 Work closely with other Flight Inspection Operations Division branches to determine need for airborne Flight Inspection equipment software development and/or changes and collaborate on testing/use approval of Flight Inspection systems/subsystems to assure effective Flight Inspection support.
- 17.7 Determine frequency of Flight Inspection by analysis, and if necessary, simulation.

PART 18 FLIGHT INSPECTION TECHNICAL SUPPORT

Part 18 (a) The functions of Flight Inspection Technical Support are to:

- 18.1 Identify requirements for aircraft, avionics, and special equipment required for mission accomplishment, and recommends operational, engineering, or procurement action as required.
- 18.2 Provide assistance to the Director for planning, monitoring, and evaluating the organization's total program of Flight Inspection of air navigation aids and instrument flight procedures.
- 18.3 Assist in the formulation of Memoranda of Agreement for Flight Inspection and instrument flight procedures services (authority only).
- 18.4 Coordinate automation requirements of the Flight Inspection Operations.
- 18.5 Provide a system for storage, retrieval, and distribution of archival copies of all Flight Inspection reports. Performs research and development to design and implement enhanced storage, retrieval, and distribution of facility Flight Inspection reports, including classified reports, and, in coordination with Flight Inspection Policy and Standards Branch, develop programs designed to determine Flight Inspection frequency.
- 18.6 Provide organizational Flight Inspection workload projections for budgetary submission.
- 18.7 Perform analysis of Flight Inspection data, develop, and distribute analytical summaries and reports.
- 18.8 Conduct evaluations of Flight Inspection operations to ensure compliance with organizational directives, policies, and program technical standardization.
- 18.9 Provide input for development, conduct, and oversight of Flight Inspection technical training requirements.

Part 18 (b) FLIGHT INSPECTION FACILITY DATA BASE

An additional function of the Flight Inspection Technical Support department is to develop, maintain, and distribute the data base for each facility and airport located within the territory under the responsibility of the Flight Inspection Organization:

- 18.10 Support of Flight Inspection and procedures development requires development and control of navigational aid and airport data on international basis. Coordinates with the military, Flight Data Centers, and Civil Aviation Authorities to ensure accuracy and commonality of technical data.
- 18.11 The facility data base should be computed in the international adopted WGS-84 datum reference system.
- 18.12 The accuracy of the facility data base must satisfy the requirements imposed by the manufacturer of the Flight Inspection system. Each facility type requires its own unique set of data base parameters.
- 18.13 The data base must contain data for en-route facilities (i.e. VOR, NDB, TACAN, Surveillance Radar, Waypoints records, etc.) and airport/runway facilities (i.e. ILS, MLS, PAR, DME, etc.). Typically, an airport has one reference point, such as the runway threshold. Local surveying is required on the airport for the precise location of the landing system antennas.
- 18.14 The data base for all facilities must be provided in an electronic media and in a format acceptable by the Flight Inspection equipment. This data is to be read by the Flight Inspection equipment and stored internally to perform its tests of the navaid.
- 18.15 Procedures are required to periodically review the facility data base and make adjustments when necessary. These changes must be controlled and periodically distributed to the field to update the Flight Inspection equipment data base to the latest configuration.

PART 19 TECHNICAL SUPPORT

The functions of Technical Support are:

- 19.1 Coordinate and develop revisions to organizational Aircraft Flight Manuals, the Maintenance Manual, the Procedures Manual and the Repair Station Manual.
- 19.2 Serve as liaison for logistics support.
- 19.3 Maintain the official system of maintenance records and parts certifications.
- 19.4 Coordinate and manage contractual development for procurement of equipment and services and develop technical specifications, cost estimates, and performance work statements to support the type of equipment or services required.
- 19.5 Provide Contracting Officer's Representatives (COTR) for domestic and international service contracts.
- 19.6 Manage acquisition and contractual repair of aircraft equipment, components, and avionics equipment.
- 19.7 Administer occupational health, environmental safety, national defense, and emergency readiness programs.
- 19.8 Manage hangar line and shop equipment program and provides oversight for Stock Inventory.
- 19.9 Advise and assist in the planning and development of logistics and fiscal requirements.
- 19.10 Develop computer based instruction (CBI) program for technical, safety procedures, and issues training.
- 19.11 Develop Minimum Equipment List (MEL) requirements.

PART 20 *UPGRADE PROGRAMS (FLEET MODERNIZATION)*

The function of Upgrade Programs are to:

- 20.1 Develop and coordinate the organization's requirements for aircraft related equipment program in support of Flight Inspection aircraft programs/systems.
- 20.2 Solicit, review, develop, and coordinate requirements for aircraft related equipment program for the budget submission in support of Flight Inspection aircraft program/systems.
- 20.3 Implement and coordinate the timely execution of aircraft related equipment program requirements to ensure customer projects are planned, initiated, and completed effectively within acceptable fiscal constraints.
- 20.4 Provide integrated product team and support services to the aircraft acquisition program office regarding the procurement of new airborne platforms required in the conduct of Flight Inspection missions.

PART 21 QUALITY ASSURANCE

The functions of Quality Assurance are:

- 21.1 The department has organizational responsibility for developing and coordinating policy and procedures for the Flight Inspection Aircraft Maintenance Program and the Flight Inspection Aircraft Quality Assurance Program. Establish and administer a quality management system to ensure:
- (a) Optimum quality both in workmanship and material is employed in the care and maintenance of the Flight Inspection aircraft and its equipment.
 - (b) Continued airworthiness and reliability of aircraft and related components are maintained to guarantee safety and the highest level of readiness.
 - (c) Flight Inspection maintenance facilities are in compliance with official Civil Aviation Authority requirements and acceptable practices are used when performing maintenance, alterations, and inspections.

PART 22 QUALITY CONTROL

The functions of Quality Control are to:

- 22.1 Determine/assure airworthiness of the fleet.
- 22.2 Perform inspections of airframe, powerplant, avionics systems, and Flight Inspection equipment.
- 22.3 Conduct conformity inspections for all aircraft related parts and equipment.
- 22.4 Perform continuing surveillance of aircraft historical records.
- 22.5 Perform Non-Destructive Testing (NDT) and development of NDT standards manual.
- 22.6 Conduct flight data recorder readout and provides analysis and maintenance control procedures.
- 22.7 Perform Facility Capability Reviews.
- 22.8 Designate Quality Reliability Officers (QRO) and Contracting Officer's Technical Representative (COTR) to review and monitor aircraft maintenance contracts.
- 22.9 Perform technical audits of contract maintenance organizations.
- 22.10 Interpret and provide guidance and training on official Civil Aviation Authority regulations and directives.
- 22.11 Maintains Aeronautical Reliability Report.

PART 23 RELIABILITY/STANDARDS

The functions of Reliability/Standards are to:

- 23.1 Provide reporting for Continuous Analysis Maintenance Program (CAMP).
- 23.2 Conduct investigations to evaluate and determine the nature and extent of problems throughout the Flight Inspection aircraft fleet.
- 23.3 Develop and maintain Quality Assurance Reliability Program.
- 23.4 Design aircraft and avionics maintenance procedures and inspection forms for aircraft and related equipment.
- 23.5 Establish work standards for new or revised inspection requirements.
- 23.6 Maintain master library and provides revisions to aircraft and equipment technical manuals.
- 23.7 Make adjustments to maintenance and calibration intervals for Flight Inspection equipment.